

# Products...FEA...PRM...Line-of-Sight

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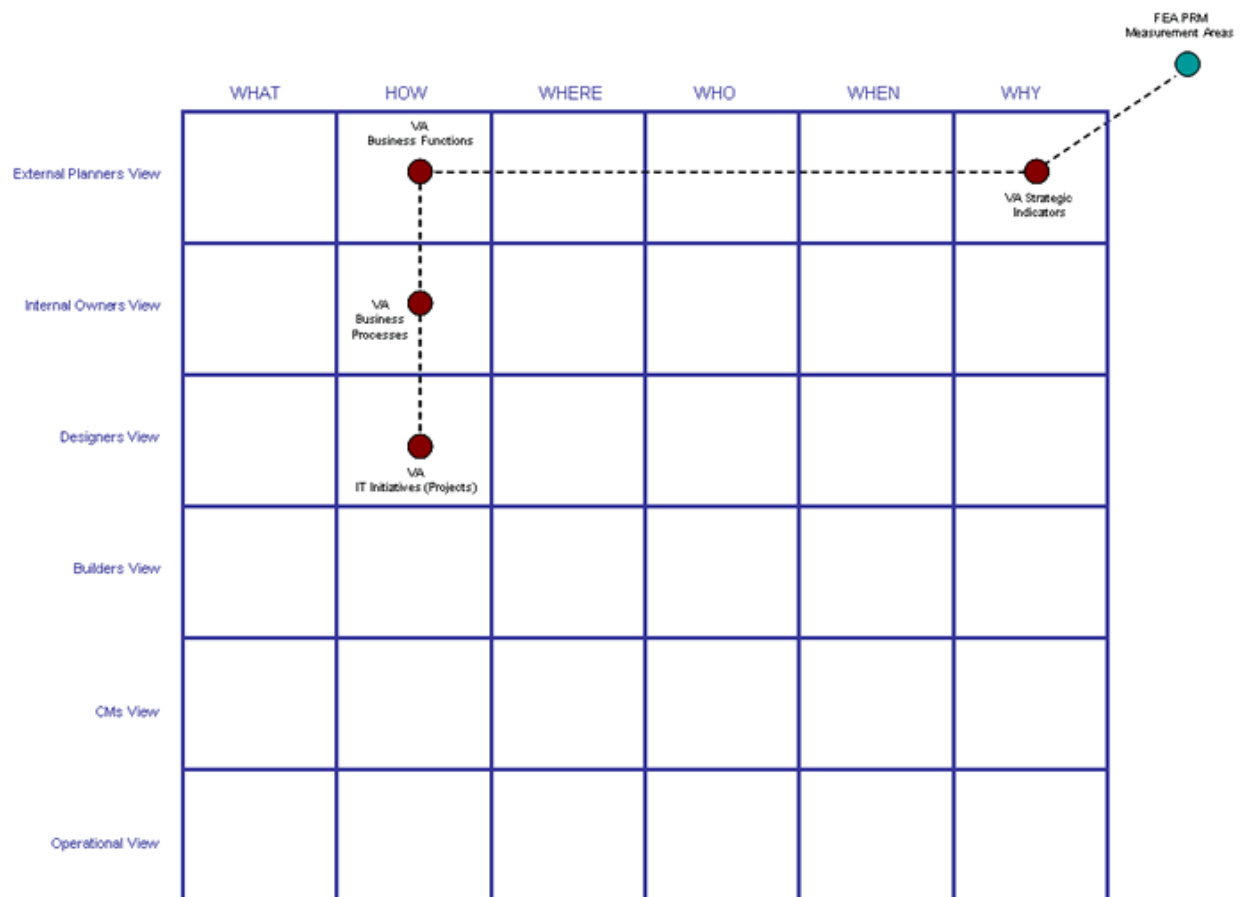
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## 1. Line-of-Sight

The Federal Enterprise Architecture (FEA) Performance Reference Model (PRM) structure is designed to clearly articulate the cause and effect relationship between inputs, outputs, and outcomes. The PRM's true value comes not from each Measurement Area, but when multiple Measurement Areas are used in concert to understand the full value and contribution of an IT initiative. Specifically, effective use of the PRM requires identification of a critical few Operationalized Measurement Indicators in each of the relevant Measurement Areas to draw the "line of sight" (LoS) from the IT initiative to the processes and activities it supports—and by extension the customer results and mission and business results it enables. Though the PRM includes many indicators, its value is not in the sheer number of indicators it includes. Rather, its value is realized when it is used to identify a critical few indicators that can provide information for decision-making.

The LoS reveals the indirect or direct cause and affect relationship from a specific IT investment to the processes it supports, and by extension the customers it serves and the mission-related outcomes to which it contributes. The VA EA repository contains information on the relationships between elements of the VA architecture. The PRM to project (IT Initiative) LoS is one of many possible lines that can be traced through EA data.

This LoS starts by tracing from the FEA PRM measurement areas to VA metrics (indicators) that are mandated in the VA 2003 – 2008 Strategic Plan. The indicators are traced to VA business functions. EA tracings provide the information necessary to extend the LoS to VA business processes that implement the functionality. EA adds traces from these processes to currently funded VA IT initiatives in the Designers View.



When these VA initiatives provide feedback that measure their results, the LoS will tie operational information to PRM measurement areas.

*Reference(s):*

- PRM to Project Line of Sight.xls